



Naval Postgraduate School

Executive MBA Program



WWW.EMBA.NPS.NAVY.MIL



Purpose

- Highlight the rationale for the NPS Defense-focused Executive MBA (EMBA) program
- Outline the EMBA application process
 - Student qualifications
 - Application procedures
 - Points of contact



Navy Vision

Strengthen URL officer corps through substantive, career-long Professional Military Education (PME)

- **Incorporate all education programs into a coordinated plan designed to equip URL officers with the right knowledge and skills at the right time**
- **Provide innovative and flexible ways to deliver high quality PME to our URL officers**
- **Incorporate PME as key milestones for billet assignment and career progression**

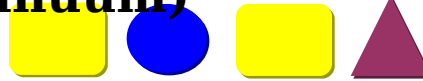


Navy PME Continuum

(Integrated with Leadership Continuum)

P
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PRIMARY
(01-03)

**INTERMEDIA
TE**
(04)

SENIOR
(05-06)

-----TACTICAL, TECHNICAL,
ANALYTICAL-----

-----BUSINESS, EXECUTIVE,
STRATEGIC-----

-----LEADERSHIP, MANAGEMENT, OPERATIONAL-----



NPME



GRADUATE EDUCATION



JPME

**PME Opportunities Available through Multiple
Delivery Methods: Resident, Non-Resident, Full-
time, Part-time, Off-Duty, & Web-Based**



NPS Enrollment Trends

<u>NPS</u>	<u>1995</u>	<u>2004</u>	<u>% Decrease</u>
Total Students	1606	1483	- 8%
URL Officers	686	336	-52%

Where are the URL Officers?

How do we address the problem?



“NPS must provide education to officers wherever they are...”

(NPS Strategic Plan)

...the NPS mission includes finding ways to provide graduate education not only to those officers who can come to the Monterey campus, but also to those who cannot.



EMBA Program Rationale

**Why an EMBA for Navy
URL officers - - -?**

**Because the Navy is a
\$100B++ Annual
Business!!**

“...it is important that our leaders understand sound business practices so that we can provide the greatest return on the taxpayer’s investment.”

**ADM Vern Clark, USN
Chief of Naval Operations**



The Business End

(Total Obligation Authority - TOA)

FY03

FY04

FY05

DoD TOA = \$368B \$381B \$402B

USN TOA = \$108B \$112B \$119B

“ We’ve got to figure out a way to get people to recognize the possibility for resource expenditure for every decision they make. There is no free lunch here.”

**ADM William Fallon, USN
Commander Fleet Forces Command**



**What is a Defense-
focused EMBA?**

**How does the program
deliver graduate
education to officers in
the Fleet?**



EMBA Program Foundation

- Unique, relevant Defense management focus...to prepare officers for future senior leadership assignments
 - Analytical and critical thinking skills needed to make strategic resource decisions under conditions of uncertainty
- Delivered as a 24-month, part-time graduate program via distance-learning (two-way VTE)
- 54 credit hours in four areas:
 - Financial Management (15 hours)
 - Acquisition and Program Management (9 hours)
 - Systems Analysis/Managing Change/Strategy (11 hours)
 - Other Management Functions: E-Business, Operations Management, Public Policy, etc (14 hours)
 - Plus the Capstone EMBA Project (5 hours)



NPS EMBA Program Structure

- **Cohort group of 25 (one on each coast) ... minimum of five students per site**
- **VTE real-time course delivery to classroom facility at duty station site(s)...Web supported**
- **Defense/Navy focus in acquisition and financial areas**
- **Tuition/instruction costs paid by Navy**
- **Students pay only for course books and supplies**
- **Graduates awarded Executive Master of Business Administration degree from NPS (first two EMBA cohorts graduated in June and September 2004)**
- **Navy P-code 3100 assigned for detailing purposes (General Resource and Acquisition Management)**



EMBA Degree Details

- **Rigid 24 month schedule for entire cohort...cannot join after the cohort begins studies**
 - **Duty station/PRD stability for the entire program**
- **Eight 10-week quarters...time for leave at Xmas and early summer**
- **One full day of classes/week during duty hours**
- **Focus on Defense Finance and Acquisition...54 credit hours of graduate study....37 hours in MBA core business courses + 17 hours of DoD concentration studies**
- **Commanding Officer must fully support an officer's application for EMBA enrollment**
 - **Mission TDY funding for one-week EMBA indoctrination plus two-credit- hour course in "Managing Teams"**



EMBA Student Qualifications

- **CDR/LCDR desired... senior LT acceptable with CO endorsement**
- **Department Head desired, Division Officer acceptable**
- **Academic Profile Code (APC) = 245 with undergraduate degree**
 - **2 = 2.60 GPA**
 - **4 = two pre=calculus courses, B average**



EMBA Courses

Quarter 1

Organizations as Systems and Structures (3)

Financial Reporting and Analysis (3)

Quarter 2

Systems Acquisition and Project Management I (3)

Economics for Defense Managers (3)

Quarter 3

Systems Acquisition and Project Management II (3)

Cost Management (3)

Quarter 4

Analytical Tools for Decision Making (3)

DoD Mission and Resource Determination (4)



EMBA Courses (Cont'd)

Quarter 5

**Managing Complex
Change in the DoD
Environment (3)**

**Financial Control Systems
(3)**

Quarter 6

**Operations Management
(4)**

**E-Business for Defense
(3)**

Quarter 7

**Strategic Resource
Management (3)**

**Policy Making in the DoD
Environment (3)**

Quarter 8

**Strategic Acquisition
Management (3)**

**Capstone Project/Seminar
in Defense Management
(5)**



Where is the EMBA Underway?

- **EMBA Learning Teams (133 students) are receiving VTE instruction at:**

- **Washington Navy Yard DC**
- **NAVSTA Norfolk/NAS Oceana VA**
- **NAS Mayport/Jacksonville FL**
- **NAS Whiting Field/Pensacola FL**
- **San Diego CA**
- **NAS Lemoore CA**
- **NAS Whidbey Island WA**



EMBA Program Horizon

- **FY-05 rollouts in same Fleet Concentration Areas Norfolk and San Diego...in April and September 2005...with expansion to new satellite sites**
 - **potential NPS EMBA sites include Pearl Harbor HI and Patuxent River MD**
- **NAVADMIN coming from CNO/N00T announcing details**
- **Interested officers should start now at EMBA web site www.emba.nps.navy.mil by submitting an interest form with all required info**



What Else Should You Ask?

- **Payback for the EMBA degree program is.....?**
 - **Current policy is 3 years after completing the EMBA program and receiving degree**
- **Will the EMBA help me compete for future assignments and on selection boards?**
 - **Navy policy is clear...PG degrees are desired for senior leaders, and will be considered by promotion boards**



How Do I Apply for the 2005 Cohorts?

- Next cohorts are forming in FCAs with classes beginning in April and September 2005
 - Satellite sites with five or more students will be considered
 - Must have a high quality VTC suite to support weekly classes
- Time line for April 2005 classes:
 - 28 JAN 05 - All applications due at NPS EMBA program office (on-line EMBA interest form, college transcripts, and letter of endorsement and support from Commanding Officer)
 - 02-03 FEB 05 - EMBA Admissions Team selects candidates
 - 04 FEB 05 - EMBA acceptance notification letters sent via email
 - 21-25 MAR 05 - EMBA orientation at NPS
 - 28 MAR 05 - First week of EMBA cohort classes
- East coast = Tuesdays beginning at 1300 local
- West coast = Thursdays beginning at 0800 local

If you're interested, start the process

NOW!!!



EMBA Application Process

- **Personal letter via chain of command requesting consideration for EMBA program enrollment**
- **CO endorsement includes support for on-duty instruction and TDY funding for NPS orientation travel**
- **Must include copy of undergraduate transcripts**
- **Send via fax to speed up the process**

831-656-3630



Defense-Focused EMBA Points of Contact

- EMBA Program Director at NPS Monterey CA

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- EMBA Assistant Director

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Questions?